



TE KAUNIHERA Ā ROHE O  
**WHAKAAHURANGI**  
**STRATFORD**  
DISTRICT COUNCIL

# **PRE-ELECTION REPORT 2022**

**Local Elections 2022**



## What is this document about? ...

The purpose of this Pre-Election Report is to promote public discussion on the issues facing Te Kaunihera ā Rohe o Whakaahurangi - Stratford District Council and encourage informed debate in the lead-up to the October 2022 local body elections.

It is a legal requirement for councils to publish a Pre-Election Report.

# Message from the Chief Executive

**First of all, I would like to use this opportunity to encourage anyone who has a passion for the Stratford community and a desire to contribute to its future to consider standing for council.**

It is a unique opportunity to make a real difference to the place we call home.

Council and the community experienced a mix of challenges and successes during the last electoral term. The most obvious challenge being the COVID-19 pandemic, which has impacted all sectors and will continue to do so for a while yet. Council is also facing ongoing changes to legislation by central Government regarding its delivery of services to the community, an example being the Three Waters Reform.

There have however been a large number of successes alongside the tough times. The ones that stand out to me include the completion of the Stratford Bike Park, the aquatic centre project which is due to be completed this year, staff involvement in the pandemic response and recovery including our continued service delivery throughout, and the varying community events delivered that create strong bonds within this district.

By the time the election comes around, we will be close to halfway through the three-year cycle of Council's 2021 - 2031 Long Term Plan (LTP), with Council well on track to deliver the projects outlined in the current plan. This will be a solid foundation to build on when this is due for review in 2023. The LTP review is the prime opportunity for elected members to champion their ideas and debate fiscal considerations and community desires.

Whether you decide to stand or not, I ask you to encourage your friends, families, neighbours, teammates and colleagues to vote in the upcoming elections.

Nāku noa



**Sven Hanne**  
Chief Executive



## Key dates

### Nominations open

15 July 2022

### Nominations close

Noon, 12 August 2022

### Voting papers delivered

From Friday 16 September 2022

### Voting closes on Election Day

Noon, 8 October 2022

### Official results announced

Thursday 13 October 2022

### To be eligible to stand for election, a candidate must be:

- a New Zealand citizen (by birth or naturalisation ceremony); and
- enrolled as a Parliamentary elector (anywhere in New Zealand); and
- nominated by two electors whose names appear on the electoral roll within the respective area that a candidate is standing for.

Detailed candidate information handbooks are available from Council's Administration Building, 63 Miranda Street, Stratford Library and Visitor Information Centre or online at [stratford.govt.nz](http://stratford.govt.nz)



# Council activities

Council currently delivers a large number and wide variety of services to the community. Some of these activities are required by legislation, while others are at the discretion of elected members.

The services currently provided by Council are detailed below.

Group	Activity	Services
<b>Recreation and Facilities</b>	Aerodrome Civic Amenities Library TSB Pool Complex Parks, Reserves and Cemeteries	Civic Amenities Public toilets Pensioner housing
<b>Community Development</b>	Community Services Economic Development Information Centre Rental and investment properties	Farm Holiday Park Rental properties
<b>Democracy</b>		Democracy Corporate support
<b>Environmental Services</b>	Building services Planning Community health and safety Civil Defence and Emergency Management	District Plan Resource Consents Food and health Alcohol licensing Parking and other bylaws Animal control
<b>Rooding</b>	Rooding	Construction, maintenance and renewal of roads, footpaths and associated infrastructure
<b>Stormwater</b>	Stormwater	Construction and renewal of stormwater infrastructure
<b>Wastewater</b>	Wastewater	Construction, maintenance and renewal of waste water network and treatment facilities
<b>Solid Waste</b>	Solid Waste	Kerbside collection of refuse and recycling and operation of the transfer station
<b>Water Supply</b>	Water Supply	Construction, maintenance and renewal of water treatment plants and water reticulation network

# Community Vision

## Vision

**A vibrant, resilient, and connected community  
– in the heart of Taranaki**

## Community outcomes

Community Outcome	Goal Description
<b>Vibrant community</b> 	<ul style="list-style-type: none"> <li>• We celebrate and embrace our community's cultures and traditions</li> <li>• We tell our unique story</li> <li>• We develop strong relationships with iwi, hapu and marae</li> </ul>
<b>Sustainable environment</b> 	<ul style="list-style-type: none"> <li>• Our natural resources can be enjoyed now and by future generations</li> <li>• We are committed to working towards zero waste</li> <li>• We have well planned and resilient infrastructure that meets the current and future needs of the district</li> <li>• We aim to understand and support Te Ao Māori values and principles</li> </ul>
<b>Connected communities</b> 	<ul style="list-style-type: none"> <li>• Our neighbourhoods are safe and supported</li> <li>• We enable positive healthy lifestyles, through access to health, social and recreation services</li> <li>• We have a strong sense of belonging</li> <li>• We value opportunities to be involved and work together as a community</li> </ul>
<b>Enabling economy</b> 	<ul style="list-style-type: none"> <li>• We are a welcoming and business friendly district</li> <li>• We encourage a strong and diverse local economy</li> <li>• We promote opportunities to visit, live and invest in the district</li> <li>• We support economic opportunities for Māori</li> </ul>



# What are our key areas of focus going forward?



# Stratford is the heart of Taranaki

We think our home has a good vibe at the moment, with significant amounts of new work under way, creating employment opportunities and improving our town and district. We want to keep this momentum going, but are also well aware of the challenges that lie ahead.

Some key focus areas include...



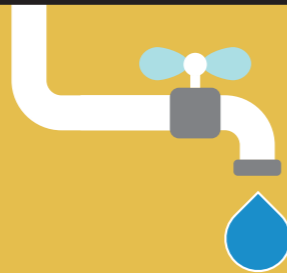
## People and places

As our communities change so does the need for our strategies and plans to ensure we have a clear direction that identifies opportunities and solutions for years to come. To ensure this is achieved several of our strategies and plans need to be refreshed or redeveloped.

## Legislative changes

- What does the future of local government look like?
- How will the Three Waters Reform work?
- What changes to the Resource Management Act will impact our communities?

The Government is undergoing a huge reform programme at the moment, and we need to navigate this to ensure our community is better off in the long run.



## Waste Minimisation

We're committed to the vision 'Towards Zero Waste' and our goals are to reduce waste to landfill, reduce the harmful and costly effects of waste and improve efficiency of resources. We're specifically looking at options for managing organic waste.



# People and places

**As our communities change so does the need for our strategies and plans to ensure we have a clear direction that identifies opportunities and solutions for years to come.**

To ensure this is achieved several of our strategies and plans need to be refreshed or redeveloped.

Work on these strategies started earlier this year and our community will have an opportunity to review and provide feedback on them prior to this year's election. Once these are finalised, the wheels are set in motion and Council will work on implementing the outcomes of these strategies in the years to come.

## Community Development Strategy

The strategy was last reviewed in 2015 and requires a full refresh which reintroduces the four well-beings. We feel that community development is best positioned to encompass all four of the well-beings and council's community outcomes so we see this strategy setting the overarching direction for the rest.

## Economic Development Strategy

The strategy was last reviewed in 2015 and requires a full refresh that reflects the current climate as well as integrates other key council and regionally important projects where appropriate.

## Youth Development Strategy

Falling out of the Community Development Strategy, youth development will be a key focus area to ensure there is a collaborative approach to youth development in our district and that it reflects the views of a wide cross section of local youth and service providers.

## Town Centre Plans

A new addition to the community's resources, these town centre plans will utilise urban design principles that connects the community whilst showcasing its uniqueness. Plans are required for Stratford and Whangamomona with the potential of two additional plans to be developed in 2022/2023 for Midhirst and Toko.



# Legislative changes

## Future for Local Government

An independent Ministerial panel is reviewing the system of local governance with an aim to *“identify how our system of local democracy needs to evolve over the next 30 years, to improve the well-being of New Zealand communities and the environment, and actively embody the treaty partnership.”* An interim report on *The Future For Local Government, Ārewa ake te Kaupapa – Raising the platform*, was released in September 2021 and poses five key questions:

- How should the system of local governance be reshaped so it can adapt to future challenges and enable communities to thrive?
- What are the future functions, roles and essential features of New Zealand’s system of local government?
- How might a system of local governance embody authentic partnership under Te Tiriti o Waitangi, creating conditions for shared prosperity and wellbeing?
- What needs to change so local government and its leaders can best reflect and respond to the communities they serve?
- What should change in local governance funding and financing to ensure viability and sustainability, fairness and equity, and maximum wellbeing?

The review is seen as an opportunity to address all of the questions listed above, to ensure that the system of local governance is fit for the future. More broadly, it is an opportunity to consider how local democracy and governance might change in order to effectively respond to a changing New Zealand and create conditions for communities to thrive.

A draft report and recommendations for public consultation will be released by the Panel after the local body elections. The final report will be presented to the Government by 30 April 2023. With Parliamentary elections likely in late 2023 the Government may take some time to decide what, if any, of the panel’s recommendations it wishes to take up.

However, many of the other reforms underway are already shaping the future for local government. Elected members will need to respond to the Panel’s recommendations soon after the local election, and then consider the Panel’s recommendations to Parliament. In the future, Government decisions may change Council’s role, functions and structure.

## Resource Management Act

The Government plans to repeal the Resource Management Act 1991(RMA) and replace it with three new pieces of legislation. This would mean the District Plan will be consolidated into a combined plan for the region, however no decision has been made on this yet. Council has still budgeted for \$1,500,000 in years 3 to 5 of the LTP to produce a new District Plan to ensure current legislative timeframes are met, and we’re monitoring the ongoing situation. There is a high level of uncertainty around this, as the Government has announced legislative reform will occur by the end of 2022.

## Three Waters Reform

The Government is proposing four new, large water service delivery entities to manage our drinking, waste and storm water, also known as the three waters, rather than control sitting with individual Councils as it does today. Due to the complexities of this reform and details still being ironed out, our Long Term Plan does not allow for what is being proposed.

Instead the operating and capital expenditure budget are as per normal with some level of service expenditure required to ensure a sustainable water supply for future generations. If the 3-Water Activities are to be removed from Council, this will have an impact on Council assets, debt, revenue, expenditure, and treasury covenants.

## Better off funding

The Better off funding is a \$2.5billion support package for local authorities under the Three Waters Reform programme.

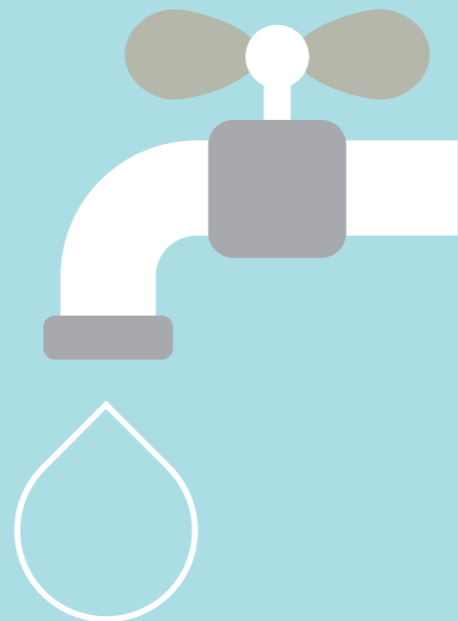
There are two broad components to this support package:

- \$2 billion of funding to invest in the future of local government and community wellbeing, while also meeting priorities for government investment (the “better off” component)
- \$500 million to ensure that no local authority is financially worse off as a direct result of the reform (the “no worse off” component).

SDC has been allocated a total of \$10.27 million from this fund. With \$2.57million available this year and the balance of \$7.7million available in 2024. The funding has three criteria that each proposal must meet:

- Supporting communities to transition to a sustainable and low-emissions economy, by building resilience to climate change and natural hazards
- Delivery of infrastructure and services that enable housing development and growth
- Delivery of infrastructure and services that support local place-making and improvements in community well-being.

The following projects have been identified as potential applications for the funding: Brecon Road bridge, Rural walking and cycling connections, Stratford 2035 projects including beautification of the Stratford central business district, and Stratford Park.



# Waste Minimisation

## Challenges and opportunities going forward

In October 2021 the Ministry for the Environment (MfE) released a consultation document on a new Aotearoa New Zealand Waste Strategy. The focus of this strategy is the guidance and direction on a collective journey towards a circular economy. A proposed priority is the reduction of emissions from organic material by:

- Reducing waste
- Diverting organic material from landfill to recycling and composting
- Improving and extending landfill gas capture systems.

We've been working with South Taranaki District Council and New Plymouth District Council, and in consultation with Taranaki iwi, to explore the options available for managing wastes in Taranaki and the recovery of various organic material streams. Industry stakeholders have also been involved with a focus on organic materials. Taranaki produces over 200,000 tonnes of organic material annually.

From July 2021, the national waste disposal levy will progressively increase from \$10 per tonne to \$60 per tonne by July 2024. Currently, the waste disposal levy is \$20 per tonne.

Every financial year, 50% of each Council's total waste levy spend is returned to them, while the other 50% goes into the national Waste Minimisation Fund.

Revenue from the waste disposal levy is expected to be used to fund resource recovery initiatives, with MfE indicating a desire for a greater focus from Councils on improving local waste management and minimisation infrastructure. Councils are able to apply for funding for larger projects through the Waste Minimisation Fund.



# Other Projects

In addition to the three key issues discussed earlier in this document, there are a number of other projects that Council will be completing over the next few years. We have included them here to ensure you have a complete picture of where we are heading.

## District Plan

Councils are required to review their District Plans at least every 10 years. The current District Plan was made operative in 2014 and is due for review no later than 2024. Work is scheduled to begin in Year 3 of this Long Term Plan to ensure that we meet this deadline. The budgeted expenditure for this over years 3 to 5 of the LTP totals \$1.5million.

## New Swimming Pool

This project will be completed this year. The budget for the construction of the facility is \$20 million, with a further \$2 million for fit out and related costs. Of this \$12 million is ratepayer funded, \$8 million is a result of a government grant, and a further \$2 million is being sought through philanthropic funders.

## Whangamomona Road Upgrade

Whangamomona Road is a popular tourist attraction and nationally recognised 4x4 club trail route. Included in the regional development strategy Tapuae Roa – Make Way for Taranaki, as a unique tourist opportunity, the road requires improvements to better enhance the visitor experience connection with the Republic of Whangamomona. Whangamomona Road is an important link to Aotuhia Station and the Bridge to Somewhere.

The Council has resolved to upgrade this road to a reasonable condition, and will commission a new Bylaw to define the levels of service and detail the responsibilities of road users on this road. The budget of \$500,000 is based on 61% funding by Waka Kotahi, and is expected to be delivered in 2023/24.

## Second Water Trunkmain

We're working on installing a second water trunkmain to Stratford. This additional trunkmain will increase the resilience of our water supply and avoid town shutdowns in the future, plus accommodate water demand to the north of Stratford.

The project is partly funded by a \$2.4 million central Government grant, which has enabled the project to progress with minimal financial impact for our rate payers. It's being implemented in 3 stages:

Stage 1 – This is the pipe network alignment on Hunt Road and Pembroke Road between the Pātea River and Brecon Road. At the time of this report, the stage is 96% complete.

Stage 2 – Construction is underway for the installation of the trunk main from the Water Treatment Plant to the first bridge crossing. Local land owners have been very cooperative with this project and we thank them for allowing the project to proceed along the most direct route possible.

Stage 3 – Reinforcing an existing bridge over the Pātea River and on the tributary to be able to take the new pipe. This work is being carried out alongside Stage 2.

Subject to weather, the project is expected to be completed by August 2022.





# Infrastructure Strategy

## Our Assets

**Our key infrastructure at a glance**

 <b>105km</b> of drinking water pipes	 <b>26 years</b> average age of our water pipes
 <b>62km</b> of wastewater pipes	 <b>46 years</b> average age of our wastewater pipes
 <b>1</b> wastewater treatment plant	 <b>391km</b> of sealed roads
 <b>207km</b> of unsealed roads	 <b>62km</b> of footpaths
 <b>6</b> public toilets	 <b>7</b> cemeteries (open and closed)
 <b>10 units</b> for Housing for the Elderly	 <b>36ha</b> parks and reserves
 <b>16</b> community facilities	

**You can view our full Infrastructure Strategy under Long Term Plan on our website [stratford.govt.nz](https://stratford.govt.nz)**

The Infrastructure Strategy 2021 - 2051, along with the Asset Management Plans (AMPs) present Council's approach to addressing the four core local government infrastructure categories.

These are Roading, Wastewater, Water Supply and Stormwater.

Council has identified a number of issues and grouped these under four broad areas – Natural Hazards, Financial, Operational and Strategic. These represent the major areas of risk for Council and are the key drivers of expenditure for the duration of the current LTP 2021-2031 and beyond.

These risks are detailed in the respective AMPs and are available on our website [stratford.govt.nz](https://stratford.govt.nz).

### Natural Hazards

Taranaki is vulnerable to adverse effects from natural hazards, and weather events such as floods, storms and tornadoes. Natural disasters can result in heavy loss of property and threaten lives and livelihoods, forcing communities to learn to live with these hazards.

While it is not possible to reduce the incidence of natural hazards, resilience and redundancy are key drivers as well as design criteria for the replacement of existing or the addition of new assets to reduce the vulnerability of the community. Natural hazards that are of concern to Council include:

- Volcanic activity within the next 30 years;
- Flooding, mainly surface flooding or flooding related to in-flow infiltration issues;
- Earthquake;
- Windstorm; and
- Land instability and erosion.

### Financial

The continued delivery of robust and well maintained infrastructure for the district, at the agreed level of service, depends heavily on our continued ability to attract funding assistance and subsidy from our key partners. Our major partner is Waka Kotahi who currently provides a 61 % Funding Assistance Rate (FAR) for all roading activities.

Our ability to continue to finance our projects, either by loan or otherwise, depends on:

- The number of rateable properties
- The amount to be collected via rates from our ratepayers
- Any alternative systems that may be included to replace or supplement the existing funding inadequacies

Funding alternatives are as per Council's Revenue and Financing Policy available on Council's website, [stratford.govt.nz](https://stratford.govt.nz).

### Operational

There have been considerable legislative changes over the last decade which create a degree of uncertainty and require Council to be more vigilant in meeting legislation. Council is anticipating further changes in legislation which may increase the overall cost of asset management and core service delivery, or alternatively has the potential to remove some of our core activities.

### Strategic

Many of Council's assets are aging. Some of these are due for replacement at the same time. Examples of assets due for replacement over the same period are bridges and underground pipe network.

Council aims to ensure that the cost of infrastructure replacement is not entirely endured by future generations. Through robust asset management planning, Council will spread the cost of replacement in a way and at a rate that is affordable to Stratford residents over time.

There are many ways an ageing population can impact our district. Council considers that its infrastructure assets support the social demands of the current state; however, an increase in the ageing population will require that Council improves levels of service it currently delivers. Footpaths, for example, will require widening across the district to accommodate mobility scooters.

### Key Infrastructure Projects

	Project Description	Estimated Budget (\$'000)		Total Estimated Budget (\$'000)
		Year of Implementation as part of LTP		
		1-10	11-30	
Roading	Brecon Road extension and bridge developments	13,024	-	13,024
	Walking and Cycling Initiatives	3,824	6,486	10,310
	Whangamomona Road Upgrade	531	778	1,309
	Bridge and Retaining Walls Replacement	6,228	17,512	23,740
	Culvert Level of Service and Drainage Improvements	7,640	22,052	29,692
	Footpath Extensions	-	2,594	2,594
	Footpath Replacement	1,943	5,578	7,521
	Road Renewals	37,866	149,177	187,043
<b>TOTAL</b>	<b>71,056</b>	<b>204,178</b>	<b>275,234</b>	
Water	Universal Water Metering	2,495	-	2,495
	Second Trunk Main	2,912	-	2,912
	Emergency Water Supply / Additional Storage / Zoning	4,268	-	4,268
	Water Rider Mains	206	839	1,045
	Water Supply Infrastructure Renewals	4,999	12,730	17,729
	Water Supply Resource Consent - Renewal	310	787	1,096
	<b>TOTAL</b>	<b>15,190</b>	<b>14,356</b>	<b>29,546</b>
Wastewater	Wastewater Resource Consent Implementation	726	27,532	28,259
	Wastewater Pipework Capacity Increase plus campervan drainage	1,200	3,933	5,133
	Wastewater Network Planning and Modelling	52	229	281
	Oxidation Pond Desludging	656	1,246	1,901
	Wastewater Reticulation Renewal	1,190	3,933	5,123
	Inflow/Infiltration Programme	2,417	7,211	9,628
<b>TOTAL</b>	<b>6,241</b>	<b>44,085</b>	<b>50,326</b>	
Stormwater	Stormwater Network Planning and Modelling	31	229	260
	Silt Retention Lake Bypass	265	918	1,183
	Stormwater Pipework Capacity Increase	1,548	4,917	6,464
	Stormwater Safety Improvements	1,346	3,737	5,082
	Stormwater Infrastructure Renewals	769	2,174	2,943
<b>TOTAL</b>	<b>3,959</b>	<b>11,974</b>	<b>15,933</b>	
<b>TOTAL</b>	<b>96,445</b>	<b>274,593</b>	<b>371,038</b>	

You can view the full Infrastructure Strategy and associated projects under Long Term Plan on our website [stratford.govt.nz](http://stratford.govt.nz)

## Financial Strategy

### How we manage our finances

The Council has adopted a set of self-imposed financial parameters (rules) which guide its decisions on funding and expenditure. Council is using a rating system aimed to be as fair as possible to all ratepayers in the district. Council is limited in terms of how it can fund (or pay for) its services and activities.

Rates are the main form of revenue. Some rates are based on a property's capital value while others are spread equally across a group of ratepayers.

User fees and charges are used to target those who are directly using a service and therefore directly benefit from or create the need for that service.

Financial contributions are required as conditions of resource consents to ensure that any adverse effects from subdivisions and developments on the natural and physical resources of the district are minimised.

Grants and subsidies are funds received from other agencies, particularly central government.

In some cases Council will look to local or national organisations to fundraise a portion of the cost of a project or a service.

Borrowing is not a source of revenue in itself but is a mechanism used by Council to assist with funding of long term capital assets.

### Debt Levels

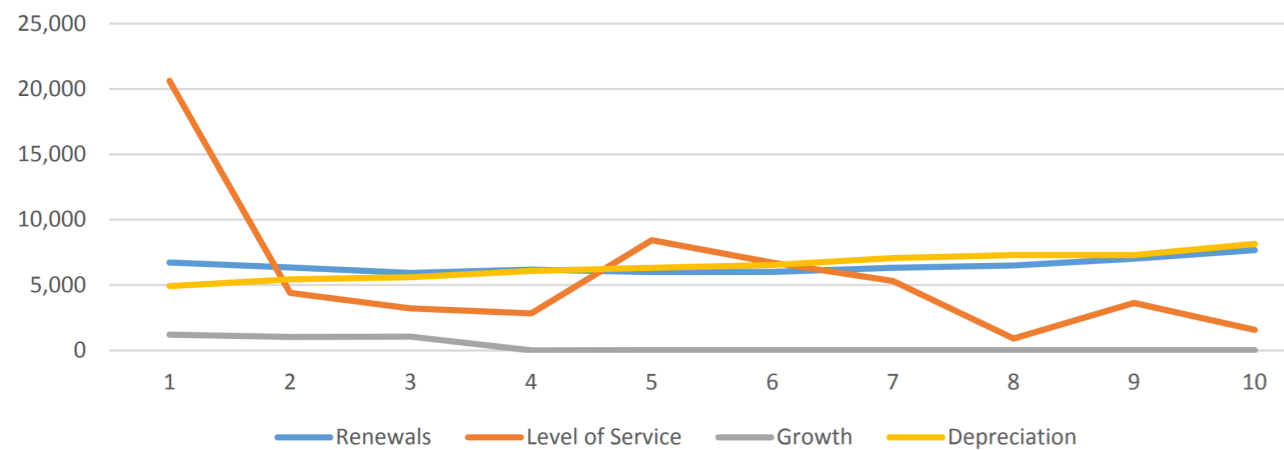
Council's Financial Strategy has requirements as to the level of debt council can borrow. Council ensures that as far as possible today's ratepayers only pay for the services which they are likely to consume and not for benefits that will be received by future ratepayers, generally referred to as inter-generational equity. Legislation requires interest on borrowing to not exceed 10% of the total annual revenue and Council has set itself a limit that debt should not exceed 100% of the annual operating revenue.

### Summary of key information

Rates Increase Limit:	< 6%
Borrowing Limit:	Net Debt < 130% of Annual Operating Revenue
Growth assumption:	0.5% annually
Inflation assumption:	Average of 2.4% annually, varies across categories of expenditure
Waka Kotahi Subsidy:	61% over the 10 years of the Long Term Plan



Capital Expenditure Categories and Depreciation Expense (\$'000's)



The above graph indicates that depreciation over the years is at a similar level to renewals.

This demonstrates Council's commitment to maintain assets at a rate similar to the rate at which they are failing.

Net Debt limit has been set at 130% of annual operating revenue to encourage prudent decision making when considering proposals for funding investment in level of service capital expenditure. Borrowing flows directly through to the rates requirement by increasing the cost of interest.

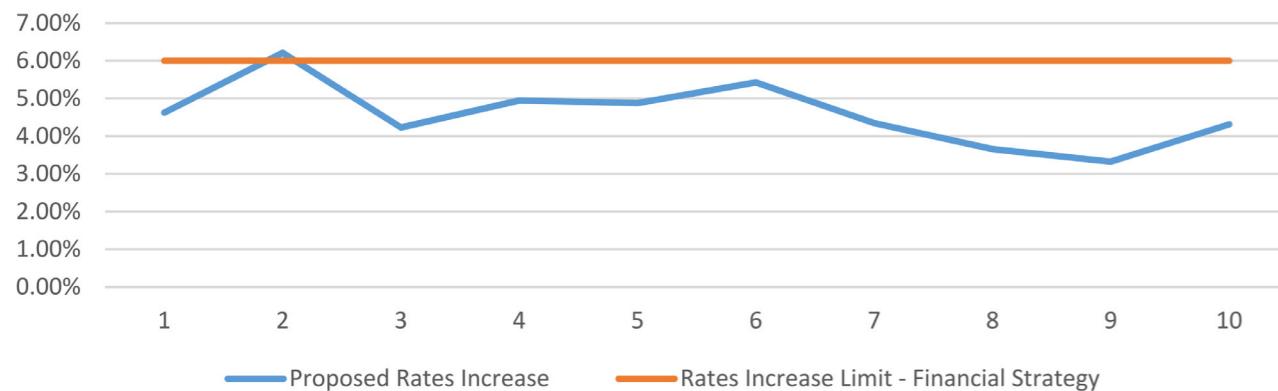
In terms of long term liquidity, and access to capital funding, the Council is not expected to breach its LGFA covenants over the next ten years, and based on the proposed net debt forecast, Council may access an additional \$14,294,000 through the LGFA before breaching the net debt to revenue covenant with the LGFA. In the short term, Council has access to a \$1,000,000 loan facility if needed.

The net debt limit is lower than the LGFA covenant of 175% of annual operating revenue, as elected members consider that future generations should not be inheriting a treasury position where debt is at its maximum. Council is mindful that although interest rates are currently at record lows, it may not remain that way in the years to come.

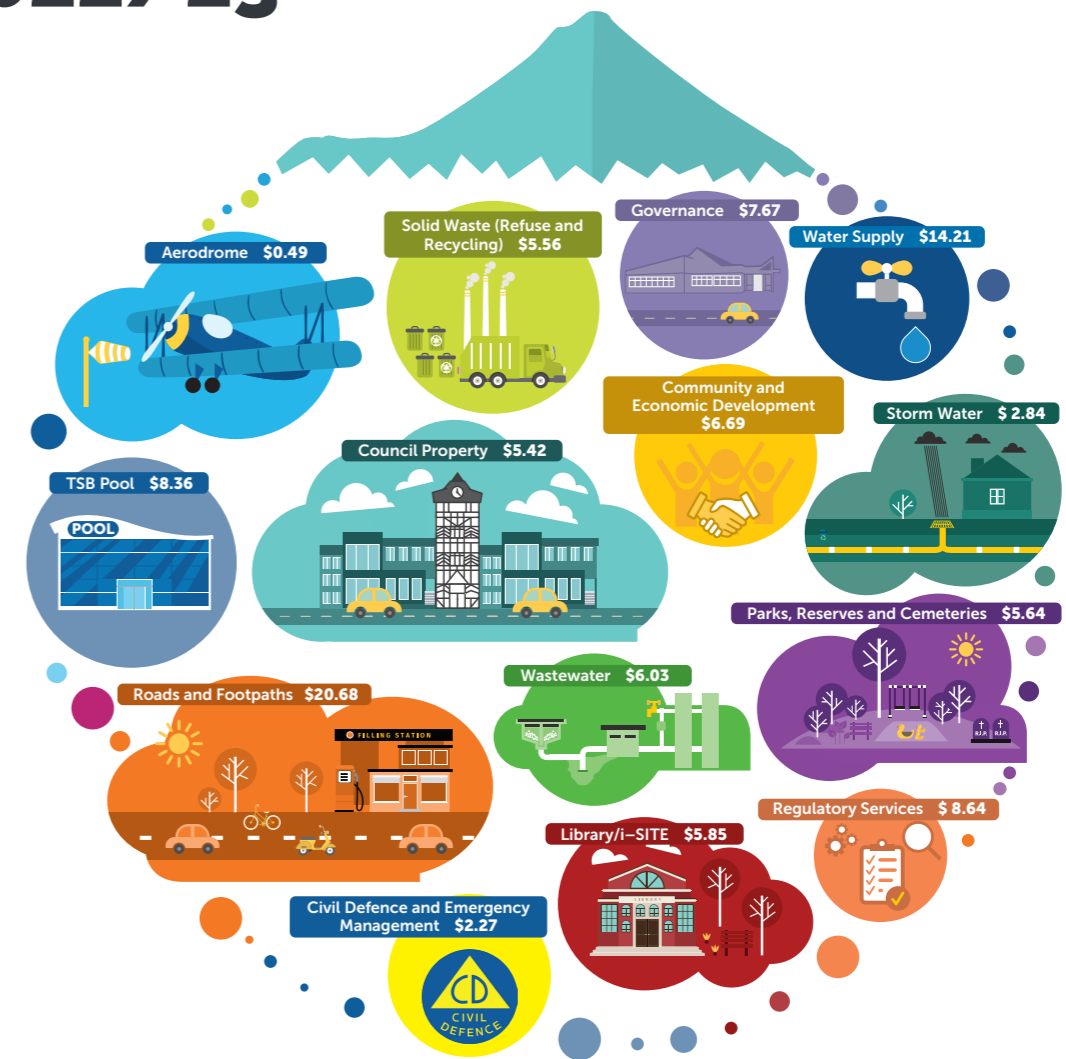
The below graph shows the budgeted rates increase over each of the next ten years against the rates increase limit.

The proposed rates increases are less than the rates increase limit set by Council, except for in Year 2 of the Long Term Plan, where significant capital expenditure forecast is expected to increase rates significantly, as a result of significantly increased interest and depreciation on the new swimming pool.

Rates Increase Limit



# How we spend each dollar 2022/23




### Where each \$100 comes from

General Rates	\$10.88
Targeted Rates	\$17.50
UAGC	\$8.76
Reserves	\$15.62
NZTA Subsidies	\$12.69
Fees, charges and other revenue	\$7.77
Grants	\$8.63
Loans	\$18.15
<b>Total</b>	<b>\$100</b>

### How each \$100 of rates is spent

Aerodrome	\$0.49
Civil Defence and Emergency Management	\$2.27
Community and Economic Development	\$6.69
Council Property	\$5.42
Farm	(\$0.99)
Governance	\$7.67
Library/i-Site	\$5.85
Parks, Reserves and Cemeteries	\$5.64
Regulatory Services	\$8.64
Roads and Footpaths	\$20.68
Solid Waste (Refuse and Recycling)	\$6.20
Stormwater	\$2.84
TSB Pool Complex	\$8.36
Wastewater	\$6.03
Water Supply	\$14.21
<b>Total</b>	<b>\$100</b>

# Financial Statements

 The following financial information has been drawn from various reports which can be found on our website, [stratford.govt.nz](http://stratford.govt.nz)

While this Pre-Election Report has not been audited, much of the information shown in the following tables comes from audited sources including:

2019/20 Annual Report

2020/21 Annual Report

2021 - 2031 Long Term Plan

2022/23 Annual Plan (not audited)



## STATEMENT OF FINANCIAL POSITION

	Actual 2019/20	Actual 2020/21	LTP 2021/22	Draft Annual Plan 2022/23	LTP 2023/24	LTP 2024/25	LTP 2025/26
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Current Assets</b>							
Cash and Cash Equivalents	5,082	3,256	675	2,427	957	1,402	2,401
Short term deposits and financial investments	3,000	6,000	11,200	6,000	11,200	11,200	11,200
Receivables	904	6,235	1,049	1,699	1,049	1,049	1,049
Inventory - other assets held for sale	610	0	960	820	0	0	0
Prepayments	11	13	0	0	0	0	0
Other Financial Assets	56	32	0	0	0	0	0
<b>Total Current Assets</b>	<b>9,663</b>	<b>15,536</b>	<b>13,884</b>	<b>10,946</b>	<b>13,206</b>	<b>13,651</b>	<b>14,650</b>
<b>Non-Current Assets</b>							
Property, Plant and Equipment	328,722	374,924	369,658	410,376	381,571	410,051	422,290
Intangible Assets	565	497	0	0	0	0	0
Receivables	23	19	0	0	0	0	0
Other Financial Assets	865	8,276	865	8,276	865	865	865
<b>Total Non-Current Assets</b>	<b>330,175</b>	<b>383,717</b>	<b>370,523</b>	<b>418,652</b>	<b>382,436</b>	<b>410,916</b>	<b>423,155</b>
<b>TOTAL ASSETS</b>	<b>339,838</b>	<b>399,253</b>	<b>384,407</b>	<b>429,598</b>	<b>395,642</b>	<b>424,568</b>	<b>437,805</b>
<b>Current Liabilities</b>							
Payables and deferred revenue	2,823	7,501	3,823	4,541	3,823	3,823	3,823
Provisions	11	7	7	7	7	7	7
Employee Entitlements	183	243	183	243	183	183	183
Borrowings	3,500	2,000	3,652	3,575	3,921	4,072	4,397
<b>Total Current Liabilities</b>	<b>6,517</b>	<b>9,751</b>	<b>7,665</b>	<b>8,366</b>	<b>7,934</b>	<b>8,085</b>	<b>8,410</b>
<b>Non-Current Liabilities</b>							
Provisions	45	18	31	11	17	10	3
Employee Entitlements	49	52	49	52	49	49	49
Borrowings	12,000	20,200	32,869	32,173	35,290	36,644	39,573
<b>Total Non-Current Liabilities</b>	<b>12,094</b>	<b>20,270</b>	<b>32,949</b>	<b>32,236</b>	<b>35,356</b>	<b>36,703</b>	<b>39,625</b>
<b>TOTAL LIABILITIES</b>	<b>18,611</b>	<b>30,021</b>	<b>40,613</b>	<b>40,602</b>	<b>43,290</b>	<b>44,788</b>	<b>48,035</b>
<b>Public Equity</b>							
Retained Earnings	181,353	189,944	193,974	245,168	198,887	199,404	203,181
Other Reserves	139,878	179,290	149,818	143,829	153,465	180,376	186,589
<b>Total Equity</b>	<b>321,231</b>	<b>369,234</b>	<b>343,792</b>	<b>388,997</b>	<b>352,351</b>	<b>379,780</b>	<b>389,770</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>339,838</b>	<b>399,253</b>	<b>384,407</b>	<b>429,598</b>	<b>395,642</b>	<b>424,568</b>	<b>437,805</b>

**FUNDING IMPACT STATEMENT (WHOLE OF COUNCIL)**

	Actual 2019/20	Actual 2020/21	LTP 2021/22	Draft Annual Plan 2022/23	LTP 2023/24	LTP 2024/25	LTP 2025/26
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Sources of operating funding</b>							
General rates, uniform annual general charges, rates penalties	6,274	7,025	7,245	7,848	8,310	8,770	9,112
Targeted rates	6,460	6,534	6,705	6,996	7,133	7,437	7,885
Subsidies and grants for operating purposes	2,049	2,266	1,984	1,833	1,918	2,081	2,140
Fees and charges	1,906	2,226	2,563	2,820	2,763	2,819	2,871
Interest and dividends from investments	97	139	206	232	206	240	240
Local authorities fuel tax, fines, infringement fees, and other receipts	77	81	46	53	46	46	46
<b>Total Operating Funding</b>	<b>16,864</b>	<b>18,271</b>	<b>18,749</b>	<b>19,782</b>	<b>20,375</b>	<b>21,392</b>	<b>22,294</b>
<b>Applications of operating funding</b>							
Payment to staff and suppliers	13,868	14,731	14,596	15,091	15,738	16,332	16,652
Finance costs	398	447	477	732	720	781	829
Other operating funding applications	-	-	-	-	-	-	-
<b>Total applications of operating funding</b>	<b>14,266</b>	<b>15,177</b>	<b>15,073</b>	<b>15,823</b>	<b>16,458</b>	<b>17,113</b>	<b>17,481</b>
<b>Surplus (deficit) of operating funding</b>	<b>2,598</b>	<b>3,093</b>	<b>3,676</b>	<b>3,959</b>	<b>3,917</b>	<b>4,279</b>	<b>4,813</b>
<b>Sources of capital funding</b>							
Subsidies and grants for capital expenditure	1,646	8,872	10,641	5,288	3,805	3,669	7,352
Development and financial contributions	47	127	-	-	-	-	-
Increase (decrease) in debt	1,000	6,700	13,821	8,947	(282)	1,505	3,255
Gross proceeds from sale of assets	1,907	2,779	-	-	3,274	-	-
Lump sum contributions	-	-	-	-	-	-	-
Other dedicated capital funding	18	-	-	-	-	-	-
<b>Total sources of capital funding</b>	<b>4,618</b>	<b>18,478</b>	<b>24,462</b>	<b>14,236</b>	<b>6,797</b>	<b>5,174</b>	<b>10,607</b>
<b>Applications of capital funding</b>							
Capital expenditure to:							
- meet additional demand	580	94	1,200	1,025	1,049	-	-
- improve the level of service	902	9,631	20,614	10,896	3,211	2,825	8,423
- replace existing assets	3,442	3,396	6,721	6,813	5,923	6,176	5,991
Increase (decrease) in reserves	2,292	1,269	(397)	(540)	531	452	1,005
Increase (decrease) in investments	-	7,180	-	-	-	-	-
<b>Total applications of capital funding</b>	<b>7,216</b>	<b>21,571</b>	<b>28,138</b>	<b>18,195</b>	<b>10,714</b>	<b>9,453</b>	<b>15,419</b>
<b>Surplus (deficit) of capital funding</b>	<b>(2,598)</b>	<b>(3,093)</b>	<b>(3,676)</b>	<b>(3,959)</b>	<b>(3,917)</b>	<b>(4,279)</b>	<b>(4,812)</b>
<b>Funding balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**STATEMENT OF CASHFLOWS**

	Actual 2019/20	Actual 2020/21	LTP 2021/22	Draft Annual Plan 2022/23	LTP 2023/24	LTP 2024/25	LTP 2025/26
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Cash Flows From Operating Activities</b>							
<b>Cash was provided from:</b>							
Rates	12,767	13,452	13,950	14,844	15,443	16,207	16,997
Subsidies, Grants and Donations	4,472	8,779	12,625	7,121	5,724	5,750	9,492
Interest Received	97	139	206	232	206	240	240
Residential section sales and sale of house	1,913	2,779	0	0	3,274	0	0
Other Income	2,299	2,457	2,609	2,873	2,809	2,865	2,917
	<b>21,548</b>	<b>27,606</b>	<b>29,390</b>	<b>25,070</b>	<b>27,456</b>	<b>25,061</b>	<b>29,646</b>
<b>Cash was applied to:</b>							
Payments to suppliers and employees	12,697	12,338	14,603	15,098	15,745	16,340	16,659
Interest Paid on Public Debt	398	447	477	610	720	781	829
	<b>13,095</b>	<b>12,785</b>	<b>15,080</b>	<b>15,708</b>	<b>16,465</b>	<b>17,120</b>	<b>17,488</b>
<b>Net cash from operating activities</b>	<b>8,453</b>	<b>14,821</b>	<b>14,310</b>	<b>9,362</b>	<b>10,989</b>	<b>7,941</b>	<b>12,158</b>
<b>Cash flows from investing activities</b>							
<b>Cash was Provided From:</b>							
Sale of Property, Plant and Equipment	638	51	0	0	0	0	0
Sale of Investments	0	3,000	0	0	0	0	0
	<b>638</b>	<b>3,051</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cash was Applied To:</b>							
Purchase of Property, Plant and Equipment	4,831	12,995	28,535	18,735	10,183	9,001	14,414
Purchase of Investments	3,000	13,403	0	0	0	0	0
	<b>7,831</b>	<b>26,398</b>	<b>28,535</b>	<b>18,735</b>	<b>10,183</b>	<b>9,001</b>	<b>14,414</b>
<b>Net Cash from Investing Activities</b>	<b>(7,193)</b>	<b>(23,347)</b>	<b>(28,535)</b>	<b>(18,735)</b>	<b>(10,183)</b>	<b>(9,001)</b>	<b>(14,414)</b>
<b>Cash was Provided From:</b>							
Loans Received	4,000	10,200	13,821	8,947	(282)	1,505	3,255
	<b>4,000</b>	<b>10,200</b>	<b>13,821</b>	<b>8,947</b>	<b>(282)</b>	<b>1,505</b>	<b>3,255</b>
<b>Cash was Applied To:</b>							
Repayment of Public Debt	3,000	3,500	0	0	0	0	0
	<b>3,000</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Cash From Financing Activities</b>	<b>1,000</b>	<b>6,700</b>	<b>13,821</b>	<b>8,947</b>	<b>(282)</b>	<b>1,505</b>	<b>3,254</b>
<b>Net Increase (Decrease) In Cash Held</b>	<b>2,260</b>	<b>(1,826)</b>	<b>(404)</b>	<b>(425)</b>	<b>524</b>	<b>445</b>	<b>998</b>
<b>Total Cash Resources At 1 July</b>	<b>2,822</b>	<b>5,082</b>	<b>1,079</b>	<b>2,852</b>	<b>433</b>	<b>957</b>	<b>1,402</b>
<b>Total Cash Resources At 30 June</b>	<b>5,082</b>	<b>3,256</b>	<b>675</b>	<b>2,427</b>	<b>957</b>	<b>1,402</b>	<b>2,401</b>

# Further reading



The following documents can be found on our website, [stratford.govt.nz](http://stratford.govt.nz)

## > Long Term Plan 2021-31 (LTP)

Our LTP sets out our vision, key projects, initiatives and budgets for the next 10 years. It sets out a detailed plan for the first three years, and an outline for the remaining seven years.

With input from our community, we develop a new LTP every three years.



## > Annual Plan 2022/23

Council's Annual Plan contains information about:

- Budget and funding impacts of Council activities
- Variations from the Long Term Plan
- A statement of service provision across all activities carried out by Council.



## > Annual Report 2020/21

The 2020/21 Annual Report was adopted by Council Tuesday 14 December 2021 and provides an overview of the activity Council did during that year. Our 2021/22 Annual Report will be developed and adopted later this year.



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**WHAKAAHURANGI**  
**STRATFORD**  
DISTRICT COUNCIL

# PRE-ELECTION REPORT 2022

[stratford.govt.nz](http://stratford.govt.nz)